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GUIDELINES AND DATA TO SUPPORT PLANS FOR REALLOCATING
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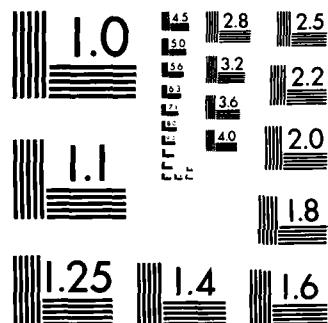
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GUIDELINES AND DATA TO SUPPORT
PLANS FOR REALLOCATING FOOD
DURING CRISIS RELOCATION

REGIONAL APPENDIX
FEMA REGION I

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For

Federal Emergency Management Agency
Washington, D.C. 20472
Contract EMW-C-0562

SYSTAN Report D180

September 1982

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GUIDELINES AND DATA TO SUPPORT
PLANS FOR REALLOCATING FOOD
DURING CRISIS RELOCATION

REGIONAL APPENDICES
FEMA REGION I

By
John W. Billheimer
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For
Federal Emergency Management Agency
Washington, D.C. 20472
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Region I



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APPENDIX A
REGIONAL DISTRIBUTION SUMMARY

FOOD DISTRIBUTION SUMMARY

REGION I

Nearly 90% of the food consumed in FEMA Region I is warehoused within the region. The table below summarizes the source and magnitude of all shipments from warehouses to supermarkets within the region. Two states, Massachusetts and Maine, are largely self-sufficient, warehousing nearly 75% of their food supplies within their own borders. New Hampshire and Vermont are heavily dependent on out-of-state warehouses for food shipments, with only 34% and 25%, respectively, of their food supplies stored within the state boundaries. In the case of Vermont, a substantial portion (34%) of the state's food stocks come from another region (New York in Region II), highlighting a need for interregional coordination.

INTER- AND INTRA-STATE SHIPMENTS

INTO

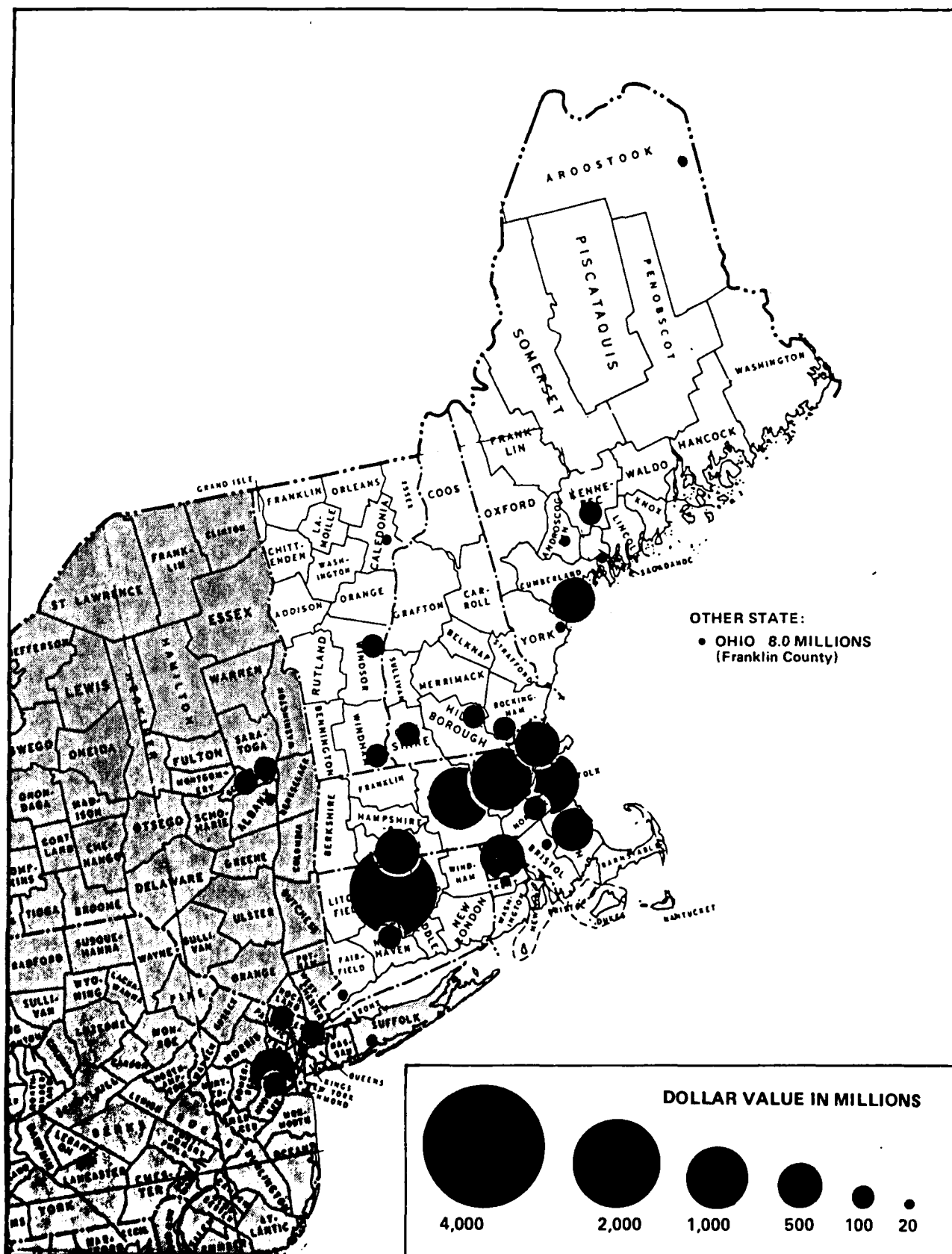
FEMA REGION I

(Actual Cash Value in Millions of Dollars per Year)

DESTINATION

SOURCE	CT	MA	ME	NH	RI	VT
01 CT	1,308	430	16	32	0	28
MA	633	2,792	193	316	216	25
ME	0	3	641	92	0	36
NH	0	179	7	274	0	64
RI	34	161	0	0	272	0
VT	40	201	15	33	23	92
02 NJ	458	92	0	0	0	0
NY	89	58	0	51	0	129
05 OH	0	2	5	2	0	0

DOLLAR VOLUME OF MAJOR FOOD DISTRIBUTION CENTERS REGION I



**SUMMARY OF INTRA- AND INTER-REGIONAL
FOOD SHIPMENTS
(Warehouse to Supermarket)**

FEMA Region No.	Intra-Regional Shipments		Shipments from Out of-Region		Total Food Shipments
	(\$ Million/Year)	(% of Total)	(\$ Million/Year)	(% of Total)	(\$ Million/Year)
1	8,352	90.4	884	9.6	9,236
2	15,771	89.9	1,768	10.1	17,539
3	16,077	86.7	2,474	13.3	18,551
4	31,061	95.6	1,432	4.4	32,493
5	31,795	93.8	2,114	6.2	33,909
6	19,171	92.5	1,548	7.5	20,719
7	8,889	93.8	588	6.2	9,478
8	5,127	89.4	609	10.6	5,736
9	22,405	99.6	98	0.4	22,503
10	6,160	89.9	691	10.1	6,851

APPENDIX B
STATE SUMMARIES FOR FEMA REGION 1

- Connecticut
- Maine
- Massachusetts
- New Hampshire
- Rhode Island
- Vermont

CONNECTICUT SUMMARY

The statistical profile of food distribution in Region I shows that Connecticut is dependent on warehouses outside the state for about half of its food supplies. Approximately 51% of the food currently reaching Connecticut residents is warehoused within the state. The chief out-of-state suppliers are a variety of distributors located in Massachusetts, which warehouse roughly 25% of Connecticut's food stocks. In addition, warehouses located in New Jersey and New York in Region II account for 21% of Connecticut's food supplies. These out-of-state and out-of-region suppliers primarily serve the risk areas of Hartford, New Haven and Bridgeport. Thus interregional as well as interstate coordination will be required in planning for the distribution of food in these risk areas.

Within Connecticut, 6 distributors account for half of the food stored for in-state consumption. Most of the food warehoused in other Region I states is in the hands of 5 distributors in Massachusetts, and 2 in Vermont and Rhode Island. Food supplies from outside Region I come mainly from 5 distributors in New Jersey (which account for 18% of the food consumed in Connecticut) and 5 distributors in New York (which account for 3% of Connecticut's food supplies).

The statistical profile describing food distribution in Region I, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Connecticut food support annex to include food distribution details which are consistent with regional food distribution patterns.

MAINE SUMMARY

The statistical profile of food distribution in Region I shows that the supermarkets of Maine are largely served by warehouses located within the state. Approximately 73% of the food reaching Maine residents is warehoused within Maine. The major out-of-state supplier is Massachusetts, which warehouses 22% of Maine's food, primarily serving the risk area of Portland. Thus there will be some requirement for interstate coordination in this risk area. Though Maine is not a major center for warehousing food for other states, warehouses located within its boundaries account for 12% of New Hampshire's and 10% of Vermont's food supplies.

Two of the top ten distributors, Hannaford Brothers Co. and Millikin Tomlinson Co., in Region I have warehouses in Maine. These two distributors account for 58% of the food consumed within the state. An additional 6 distributors account for 14% of Maine's food supplies. Most of the food warehoused in other states is in the hands of 5 distributors in Massachusetts, while the remaining food stocks come from 4 distributors warehoused in Connecticut, Vermont, New Hampshire and Ohio.

The statistical profile describing food distribution in Region I, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Maine food support annex to include food distribution details which are consistent with regional food distribution patterns.

MASSACHUSETTS SUMMARY

The statistical profile of food distribution in Region I shows that the supermarkets of Massachusetts are largely served by warehouses located within the state. Approximately 74% of the food reaching Massachusetts residents is warehoused within the boundaries of the state. The major out-of-state supplier is Connecticut, which supplies 11% of Massachusetts' food, primarily serving the risk areas of Pittsfield and Springfield. Thus there will be some requirement for interstate coordination in these risk areas. Massachusetts itself plays a key role in the food supplies of other Region I states, supplying over 20% of the food consumed in Connecticut and Maine, and over 40% of the food consumed in New Hampshire and Rhode Island.

Six of the top ten distributors in Region I have warehouses in Massachusetts. These distributors account for 50% of the food consumed within the state. An additional 7 distributors account for 19% of Massachusetts' food supplies. Most of the food warehoused in other states is in the hands of 4 distributors in Connecticut, and 11 in Vermont, Rhode Island, New Hampshire, Maine, New Jersey, New York and Ohio.

The statistical profile describing food distribution in Region I, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Massachusetts food support annex to include food distribution details which are consistent with regional food distribution patterns.

NEW HAMPSHIRE SUMMARY

The statistical profile of food distribution in Region I shows that New Hampshire is heavily dependent on warehouses outside the state for its food supplies. Only 34% of the food currently reaching New Hampshire residents is warehoused within the state. The chief out-of-state suppliers are a variety of distributors located in Massachusetts, which warehouse roughly 40% of New Hampshire's food stocks, including the risk areas of Portsmouth and Manchester. Thus interstate coordination will be required in planning for the distribution of food to New Hampshire residents under crisis relocation conditions. In addition to Massachusetts, other Region I states (Maine, Connecticut and Vermont) supply 20% of New Hampshire's food, while states outside Region I (New York and Ohio) warehouse the remaining 6%.

Within New Hampshire, 3 major distributors (Associated Grocers of New England, Buy Rite Wholesale Grocery and Wetterau Foods Inc.) account for 33% of the food stored for in-state consumption. Most of the food coming from Massachusetts is in the hands of 9 distributors, while the remaining stocks warehoused in other Region I states come mainly from 6 distributors.

The statistical profile describing food distribution in Region I, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the New Hampshire food support annex to include food distribution details which are consistent with regional food distribution patterns.

RHODE ISLAND SUMMARY

The statistical profile of food distribution in Region I shows that Rhode Island is dependent on warehouses outside the state for about half of its food. Approximately 53% of the food currently reaching Rhode Island residents is warehoused within the state. The chief out-of-state suppliers are a variety of distributors located in Massachusetts, which warehouse roughly 42% of Rhode Island's food stocks. Thus interstate coordination will be required in planning for the distribution of food to Rhode Island residents under crisis relocation conditions. In addition to Massachusetts, Vermont warehouses the remaining 5% of Rhode Island's food supplies.

Within Rhode Island, 3 distributors (Almacs Inc., Roger Williams Food Inc. and Valley Wholesale Grocery Inc.) account for 51% of the food stored for in-state consumption. Most of the food warehoused in other states is in the hands of 5 distributors in Massachusetts and 1 distributor (C and S Wholesale Grocers Inc.) in Vermont.

The statistical profile describing food distribution in Region I, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Rhode Island food support annex to include food distribution details which are consistent with regional food distribution patterns.

VERMONT SUMMARY

The statistical profile of food distribution in Region I shows that Vermont is heavily dependent on warehouses outside the state for its food supplies. Only 25% of the food currently reaching Vermont residents is warehoused within the state. The chief out-of-state suppliers are a variety of distributors located in New York, which warehouse roughly 34% of Vermont's food stocks. Thus interregional as well as interstate coordination will be required in planning for the distribution of food to Vermont residents under crisis relocation conditions. In addition to New York, New Hampshire supplies 17% of Vermont's food, while other Region I states (Connecticut, Massachusetts and Maine) warehouse the remaining 24%.

Within Vermont, 3 distributors (Cross Co., French and Bean Co., and C and S Wholesale Grocers Inc.) account for 25% of the food stored for in-state consumption. Most of the food coming from New York State is in the hands of 4 distributors, while the remaining stocks warehoused in other Region I states are scattered among more than 9 distributors.

The statistical profile describing food distribution in Region I, coupled with the FEMA food distribution guidelines, provide nuclear civil protection planners with a feasible approach for reallocating food supplies under conditions of crisis relocation. This statistical profile can be used to modify the Vermont food support annex to include food distribution details which are consistent with regional food distribution patterns.

APPENDIX C
TOP TEN DISTRIBUTORS

TOP TEN FOOD DISTRIBUTORS
SERVING REGION 01

DISTRIBUTOR	NUMBER OF WARE- HOUSES	ANNUAL RETAIL SALES (\$1000)	NUMBER OF STORES SERVED	AVERAGE SALES PER STORE
1 SWEET LIFE FOODS	2	1,652,000	359	4,602
SWEET LIFE FOODS				
SUFFIELD CT		867,000	184	4,712
NORTHBOROUGH MA		785,000	175	4,486
2 STOP AND SHOP	1	997,500	124	8,044
STOP AND SHOP INC				
BOSTON MA				
3 HANNAFORD BROS	1	511,750	112	4,569
HANNAFORD BROS CO				
SOUTH PORTLAND ME				
4 A & P TEA CO	2	463,000	93	4,978
A & P TEA CO/SPRINGFIELD				
SPRINGFIELD MA		446,000	90	4,956
A & P TEA CO/N.J. NORTH				
MONTVALE NJ		17,000	3	5,667
5 FIRST NATIONAL/PICK & PAY	1	420,000	76	5,526
FIRST NATIONAL SUPERMARKETS INC				
WINDSOR LOCKS CT				
6 JEWEL FOOD STORES	1	379,500	52	7,298
STAR MARKET CO				
CAMBRIDGE MA				
7 SHAWS SUPERMARKETS	1	371,000	37	10,027
SHAWS SUPERMARKETS INC				
EAST BRIDGEWATER MA				
8 WETTERAU FOODS	3	330,500	115	2,874
WETTERAU FOODS INC				
KEENE NH		191,750	56	3,424
MILLIKIN TOMLINSON CO				
PORTLAND ME		123,750	50	2,475
MILLIKEN TOMLINSON CO				
PRESQUE ISLE ME		15,000	9	1,667
9 WAKEFERN FOOD	1	322,000	28	11,500
WAKEFERN FOOD CORP				
ELIZABETH NJ				

TOP TEN FOOD DISTRIBUTORS
SERVING REGION 01

DISTRIBUTOR	NUMBER OF WARE- HOUSES	ANNUAL RETAIL SALES (\$1000)	NUMBER OF STORES SERVED	AVERAGE SALES PER STORE
10 FOOD CENTER WHOLESALE GROCERS FOOD CENTER WHOLESALE GROCERS NORTH BILLERICA MA	1	302,000	43	7,023

APPENDIX D

SAMPLE REALLOCATION PLAN

FOR

THE BOSTON RISK AREA CONGLOMERATE

INTRODUCTION

Nuclear Civil Protection (NCP) Planning encompasses two strategies: in-place protection and crisis relocation. Under the crisis relocation strategy, people from areas threatened by a high risk of nuclear attack will be relocated to hosting areas judged to be safely removed from the hazardous effects of nuclear explosion. The existing food distribution system must then be adjusted and reconfigured to meet the needs of the relocated population.

This plan has been developed to provide a quantitative picture of food distribution networks serving the Boston risk area and its host counties before and after relocation. It discusses the adjustments and strategies entailed in the proposed reallocation plan. In addition, it addresses the problem of transportation stress experienced by major distributors as a result of the reconfiguration of the existing food distribution system.

BOSTON RISK AREA CONGLOMERATE
SUMMARY OF EXISTING FOOD DISTRIBUTION SYSTEM

Under crisis relocation conditions, approximately 1,782,000 residents currently living in the Boston risk area (which includes Suffolk county, and portions of Middlesex, Norfolk and Plymouth counties) will have to relocate to lower-risk host areas in Massachusetts, Maine and New Hampshire. Exhibit 1 illustrates the evacuation pattern of the Boston risk area.

The statistical profile of food distribution in the Boston risk Area Conglomerate shows that area residents are served by warehouses located inside as well as outside the conglomerate. Approximately 35% of the food currently reaching area residents is warehoused within the conglomerate. An additional 44% of the area's food stocks come from outside the conglomerate but within the boundaries of Massachusetts, mainly from Northborough, North Billerica and East Bridgewater. The remaining portion of the conglomerate's food supplies is scattered among a variety of distributors in New Hampshire, Rhode Island, Maine, Vermont, Connecticut, New York and Ohio.

Of the distributors serving the conglomerate, Sweet Life (Northborough warehouse), Stop & Shop (Boston), Star Market (Cambridge), and Food Center (N. Billerica) account for 57% of the food stored for in-area consumption. These four distributors supply close to two-thirds of the food consumed in the Boston risk area, and 27% of the food consumed in the host areas. Out-of-state suppliers contribute about a fifth of the conglomerate's food stocks. The current annual sales volume of each distributor serving the conglomerate is listed by county in Attachment A-1.

The market share of the four major distributors serving the Boston conglomerate ranges from 8% (Food Center) to 21% (Sweet Life). Star Market and Stop & Shop each supply 11% and 16% of the retail food stores. Exhibit 2 details the market share of these distributors in the risk and host areas. The geographic areas covered by these distributors overlap, serving primarily the major metropolitan areas in Massachusetts, including the risk areas of Lawrence-Haverhill, Lowell, Brockton, New Bedford and Worcester in addition to Boston. The service area of all four distributors extend into New Hampshire, including the risk areas of Nashua and Manchester. About a third of Stop & Shop's food stocks are reserved for residents in Connecticut, primarily those living in the risk areas of Hartford, New Haven, Bridgeport and Bristol. In addition, portions of Sweet Life's, Star Market's and Stop & Shop's supplies are shipped to Rhode Island, primarily to the Providence-Pawtucket-Warwick risk area.

Exhibit 1
BOSTON RISK AREA CONGLOMERATE
EVACUATION PATTERN

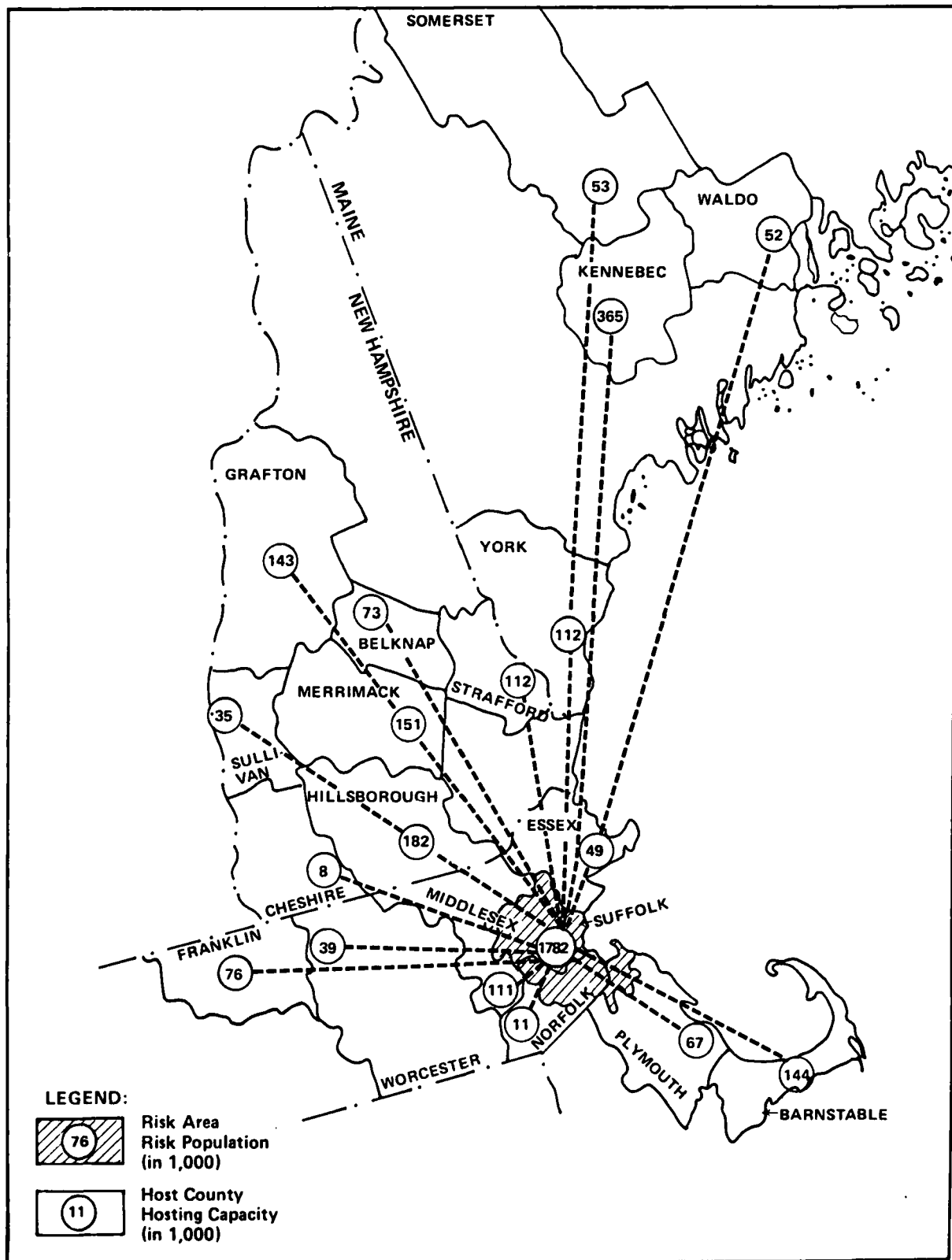
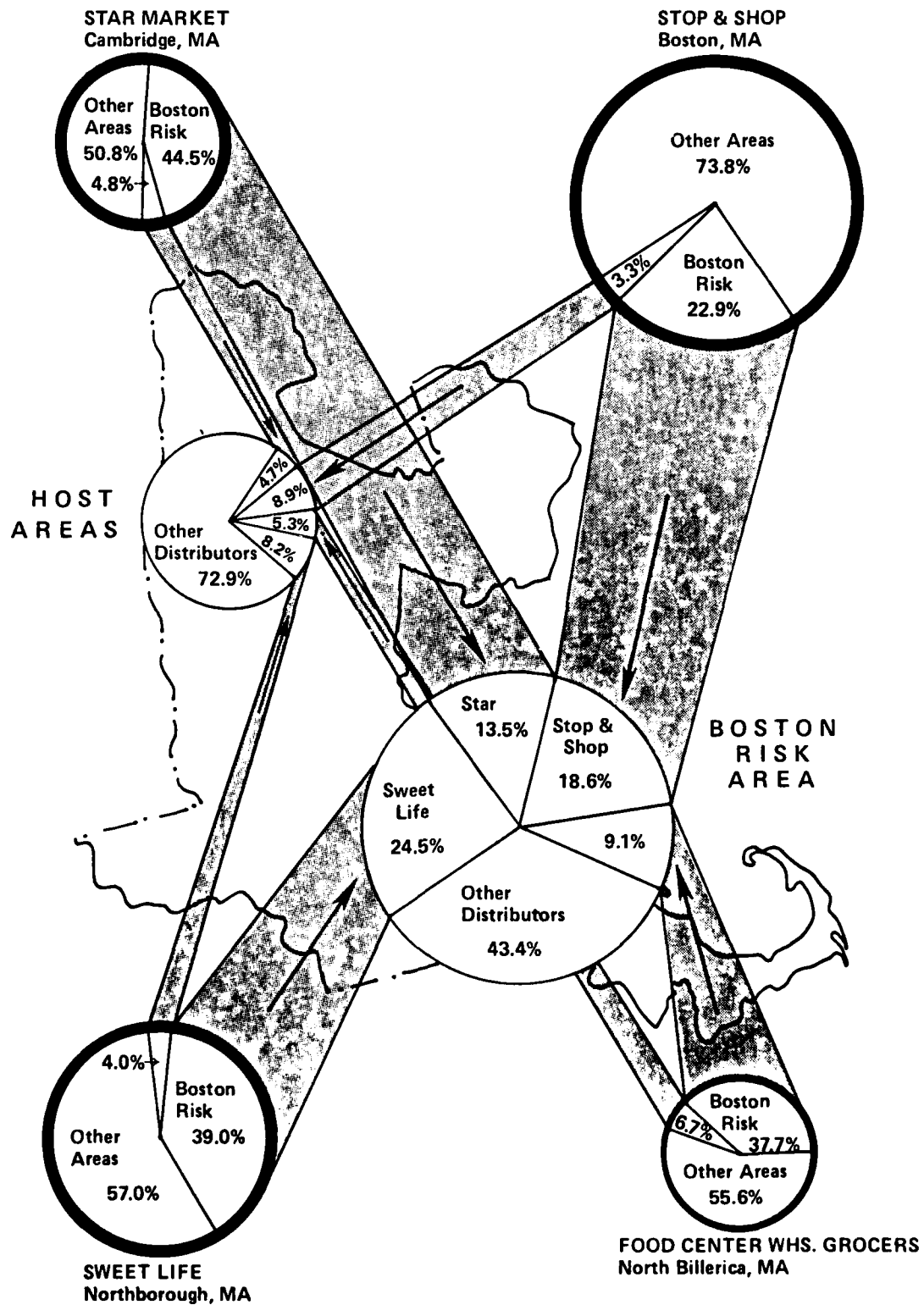


Exhibit 2
 MAJOR SOURCES OF SUPPLY TO
 BOSTON RISK AREA CONGLOMERATE
 CURRENT DISTRIBUTION PATTERN



BOSTON RISK AREA CONGLOMERATE
PROPOSED FOOD DISTRIBUTION SYSTEM ADJUSTMENTS
FOR CRISIS RELOCATION

The chief adjustment in the food distribution system in support of the crisis relocation strategy entails the shift of supplies from risk area retail outlets to host area retail outlets and mass feeding centers. In general, wholesale warehouses serving the Boston risk population before evacuation will continue to do so after evacuation by shifting deliveries from their risk area stores to their host area stores. The market share of each of the four major distributors serving the Boston conglomerate under relocation is displayed in Exhibit 3. Food will be delivered to relocatees through a combination of retail outlets and mass feeding centers. Wholesale warehouses with no host-area outlets will supply mass feeding centers directly. Major food processing activities in the risk area will continue operations throughout the evacuation period. Detailed reallocation plan for each distributor serving the conglomerate may be found in Attachment A-2.

In addition to the redirection of flow suggested in the plan, distributors should consider using a shuttle system in which full trailers are left in the host area as storage depots, emptied, and replaced with another trailer load on the return trip. This mode of operation would alleviate much of the need for additional storage space, but it could also increase the requirement for trailers as much as 100%, depending on the transportation stress level experienced by individual warehouse. Another modification of the food distribution system would involve redirecting incoming shipments to available warehouse space in the host areas. Emergency warehouse space can be converted from available unused buildings or commandeered from less critical industries in the host areas. NCP planners surveying the host areas should be on the lookout for suitable warehouse space.

Exhibit 4 shows the revised distribution plans for the four major distributors serving the Boston conglomerate. These plans have been expressed both in terms of a percentage increase in shipments to the distributor's stores in individual counties, and in terms of the estimated increase in tonnage of essential commodities going to each county. Host area residents and evacuees lodged with host area residents, will obtain food through their customary retail outlets. Evacuees lodged in congregate care facilities will obtain food through a combination of mass feeding centers and retail outlets.

Section 3.B.2 also shows the percentage of truck capacity by weight and volume devoted to the shipment of critical foodstuffs. As an additional planning aid, this information is broken down into case- and pallet-loadings for two truckloads capable of feeding 3,800 citizens (See Attachment B). Suggested shipping

guidelines on essential foodstuffs for wholesalers serving the host area retail outlets may be found in Section 3.B.1.

Although the total post-relocation demand for food in each county can be estimated in advance, the exact split between mass feeding centers and retail outlets will not be known until the relocation is accomplished. The need for mass feeding centers is largest in those areas hosting a proportionally large number of evacuees and in those areas whose risk area outlets are not served by the same distributors supplying the risk area. In the case of the Boston risk area conglomerate, mass feeding centers will be required in Kennebec and York counties in Maine; Merrimack, Hillsborough, Grafton, Strafford and Belknap counties in New Hampshire; and Franklin county in Massachusetts. Host areas located in these counties shelter 68% of the total risk population. The demand for food in these host areas is likely to exceed the capacity of the local retail outlets. The outlets of Sweet Life, Stop & Shop, Star Market, Food Center, First National, James Ferrera, Cressy Dockham and Buy-Rite in the host areas will experience demand increases equal to or in excess of 500% in the absence of mass feeding centers. Hence the establishment of mass feeding centers should be an integral part of the planning process in these host areas.

Exhibit 3
MAJOR SOURCES OF SUPPLY TO
BOSTON RISK AREA CONGLOMERATE
POST-RELOCATION PATTERN

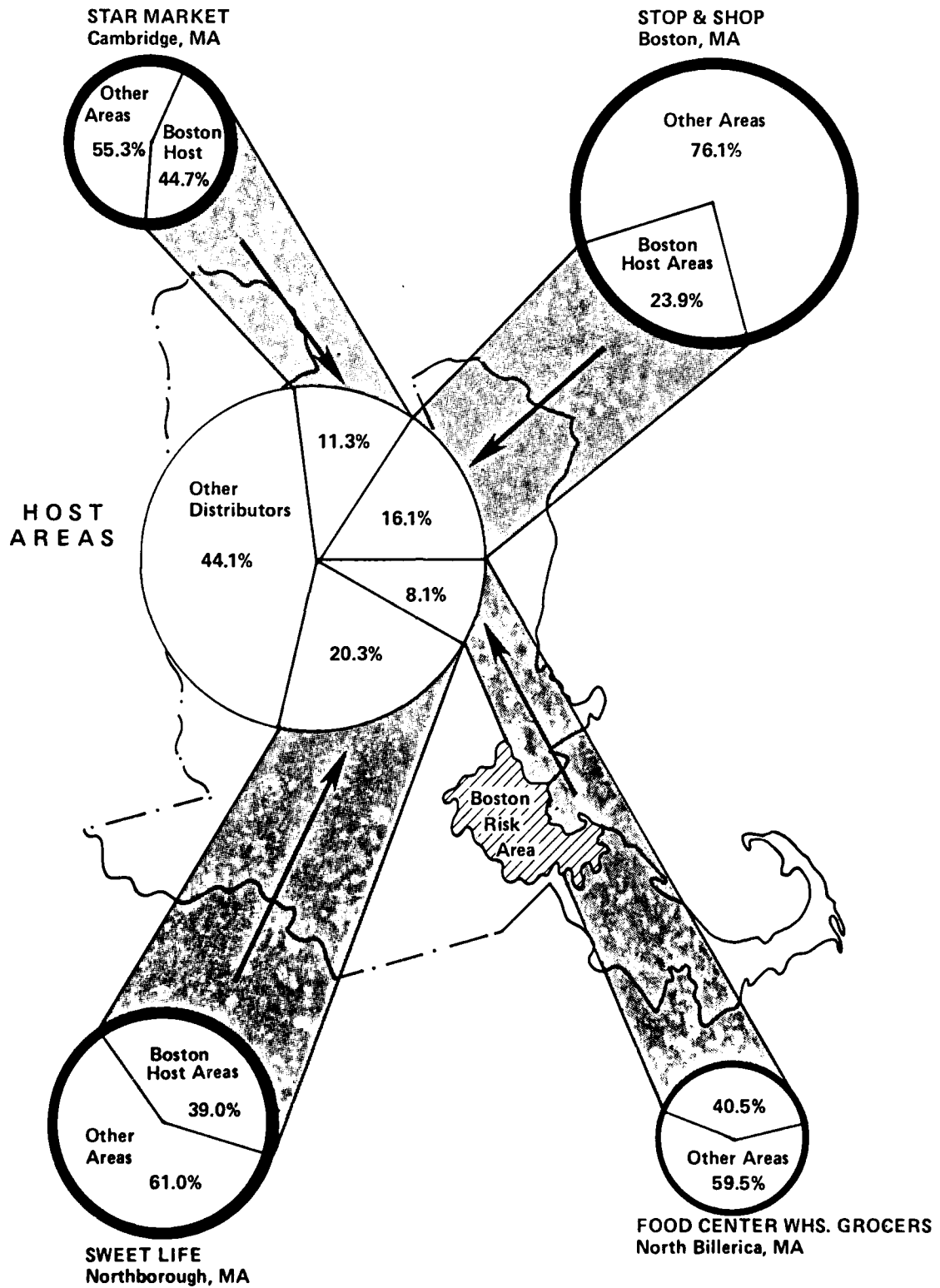


EXHIBIT 4

REALLOCATION PLAN FOR SWEET LIFE'S NORTHBOROUGH (MA) WAREHOUSE TO THE BOSTON RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.
2. Redirect food shipments to host area counties as follows:

<u>County, State</u>	<u>Recommended Level (% of Current Ship- ment, Essential Goods Only)</u>	<u>Estimated Additional Shipments* (1,000#/week)</u>
Barnstable, MA	500%	98.4
Essex, MA	100%	0.0
Middlesex, MA	384%	1065.5
Norfolk, MA	100%	0.0
Plymouth, MA	100%	0.0
Worcester, MA	500%	180.6
Kennebec, ME	MFC	6736.5
York, ME	500%	40.3
Belknap, NH	500%	69.4
Grafton, NH	500%	219.2
Hillsboro, NH	500%	111.6
Merrimack, NH	500%	194.1

TRANSPORTATION STRESS:

Imposed by Boston Evacuees only: 3.9

Estimated overall total for entire warehouse: 2.0

Implications : 30% increase in drivers is required. No increase in equipment is required, unless trailers are used for on-site storage in the host area. It is estimated that one extra trailer will be needed for each trailer employed for storage.

MFC = Mass Feeding Centers

*Edible weight

REALLOCATION PLAN FOR STAR MARKET'S CAMBRIDGE (MA) WAREHOUSE
TO THE BOSTON RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.
2. Redirect food shipments to host area counties as follows:

<u>County, State</u>	<u>Recommended Level (% of Current Ship- ment, Essential Goods Only)</u>	<u>Estimated Additional Shipments* (1,000#/week)</u>
Barnstable, MA	500%	131.3
Essex, MA	327%	218.4
Middlesex, MA	323%	620.4
Norfolk, MA	500%	81.9
Plymouth, MA	361%	177.5
York, ME	MFC	2205.7
Belknap, NH	500%	231.2
Hillsboro, NH	500%	83.7

TRANSPORTATION STRESS:

Imposed by Boston Evacuees only: 8.8

Estimated overall total for entire warehouse: 2.5

Implications : 71% increase in drivers and 18% increase in equipment is required. Whenever trailers are used for on-site storage in the host area, it is estimated that one extra trailer will be needed for each trailer used in this manner.

MFC = Mass Feeding Centers

*Edible Weight

REALLOCATION PLAN FOR STOP & SHOP'S BOSTON (MA) WAREHOUSE
TO THE BOSTON RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.
2. Redirect food shipments to host area counties as follows:

<u>County, State</u>	<u>Recommended Level (% of Current Ship- ment, Essential Goods Only)</u>	<u>Estimated Additional Shipments* (1,000#/week)</u>
Barnstable, MA	500%	892.6
Essex, MA	100%	0.0
Franklin, MA	500%	361.5
Middlesex, MA	107%	26.8
Norfolk, MA	101%	0.2
Plymouth, MA	251%	231.8
Worcester, MA	391%	38.1
Hillsboro, NH	500% + MFC	2861.1
Merrimack, NH	500% + MFC	2227.4

TRANSPORTATION STRESS:

Imposed by Boston Evacuees: 5.4

Estimated overall total for entire warehouse: 1.3

Implications : No increase in drivers or equipment is required. By utilizing the transportation equipment to capacity, it is estimated that up to 30% of the existing trailers could be spotted for on-site storage in the host area. If more trailers are to be used for storage, it is estimated that one extra trailer will be needed for each additional trailer used in this manner.

MFC = Mass Feeding Centers

*Edible Weight

REALLOCATION PLAN FOR FOOD CENTER'S N. BILLERICA (MA) WAREHOUSE
TO THE BOSTON RISK AREA CONGLOMERATE

1. Cease shipments to all risk area supermarkets.
2. Redirect food shipments to host area counties as follows:

<u>County, State</u>	<u>Recommended Level (% of Current Ship -ment, Essential Goods Only)</u>	<u>Estimated Additional Shipments* (1,000#/week)</u>
Barnstable, MA	500%	131.3
Essex, MA	169%	62.2
Middlesex, MA	100%	0.0
Norfolk, MA	100%	0.0
Plymouth, MA	100%	0.0
Belknap, NH	MFC	654.9
Grafton, NH	490%	332.1
Hillsboro, NH	500%	55.8
Strafford, NH	500% + MFC	1796.8

TRANSPORTATION STRESS:

Imposed by Boston Evacuees: 2.3

Estimated overall total for entire warehouse: 1.4

Implications : No increase in drivers or equipment is required. By utilizing the transportation equipment to capacity, it is estimated that up to 25% of the existing trailers could be spotted for on-site storage in the host area. If more trailers are to be used for storage, it is estimated that one extra trailer will be needed for each additional trailer used in this manner.

MFC = Mass Feeding Centers

*Edible Weight

BOSTON RISK AREA CONGLOMERATE TRANSPORTATION STRESS

To explore quantitatively the extent of the strain placed on the local delivery system of a warehouse as a result of crisis relocation, a transportation stress factor (defined as the ratio of post-evacuation ton-miles to pre-evacuation ton-miles) has been estimated for the four major distributors serving the Boston conglomerate. From the standpoint of the Boston conglomerate, the transportation stress factor can be considered to have two components:

- (1) Additional mileage imposed by the movement of Boston residents away from their normal source of supply.
- (2) Mileage requirements imposed by the continued operation of the remaining distribution network, some of which will be reconfigured in response to other risk area movements.

The transportation stress imposed by the relocation of Boston alone ranges from 2.3 for Food Center to a high of 8.8 for Star Market. Sweet Life Foods and Stop & Shop Inc. would experience a stress factor of 3.9 and 5.4 respectively. These stress factors would be cause for concern if they represented the entire distribution volume of these warehouses. However, food shipments into the Boston risk area conglomerate account for less than half of the sales from Star Market's Cambridge, Sweet Life's Northboro and Food Center's North Billerica warehouses, and only a quarter of Stop & Shop's Boston operation. Remaining shipments from these warehouses are scattered throughout Massachusetts, New Hampshire, Connecticut, Rhode Island, Vermont, Maine, New Jersey and New York, and are not significantly affected by crisis relocation. The relative stability of these long distance shipments will serve to offset the effects of massive movements out of the Boston risk area. In order to assess the consequences of crisis relocation on a particular warehouse, the transportation stress factor must be computed for the entire geographic area served by the warehouse.

Although the detailed evaluation of other risk conglomerates served by these warehouses was beyond the scope of the current study, it is possible to develop a rough estimate of transportation stress for the remainder of each distributor's service area by using approximation techniques developed in earlier SYSTAN work (Food System Support of the Relocation Strategy, September, 1975). Using this technique, the total transportation stress for the four major distributors serving the Boston conglomerate can be estimated (See Exhibit 4). Food Center and Stop & Shop would experience a stress level of 1.4 or less, while Sweet Life Foods and Star Market Co. would incur

stress factors of 2.0 and 2.5 respectively. Since research has shown that existing transportation equipment is not generally used to capacity, driver and vehicle productivity can be increased by relaxing regulatory constraints (e.g. relaxing driver restrictions and weight limitations) and improving utilization of existing equipment (e.g. shipping only full-pallet loads; eliminating slack in current vehicle schedule; relaxing maintenance requirements; shipping only essential items; and eliminating light loads). By implementing these productivity improvements, it is estimated that no increase in drivers or equipment is required for Food Center and Stop & Shop, while a 30% increase in drivers is called for at the Sweet Life Foods' Northboro warehouse. For Star Market's Cambridge operation, an increase of 71% in drivers and 18% in equipment is required.

Whenever trailers are shuttled and used for host area storage, it is estimated that one additional trailer will be needed for each trailer employed for storage if the transportation stress level experienced by the warehouse exceeds 1.8. As the stress level falls below 1.8, some existing trailers may become available for host area storage. The number of trailers which can be used in this fashion increases as the stress level drops. At a stress level of 1.0, it is estimated that as much as 50% of the existing trailer fleet could be used for on-site storage in the host areas.

ATTACHMENT A-1

BOSTON RISK AREA CONGLOMERATE EXISTING SUPERMARKET SALES (\$1,000/YEAR)

DISTRIBUTOR LOCATION	BOSTON RISK AREA*	C O U N T I E S **										OTHER**	TOTAL
		FRANKLIN MIDDLESEX	PLYMOUTH KENNEBEC	YORK BELKNAP GRAFTON	HILLSBORO MERRIMACK	STAFFORD							
A & P Tea Co. Springfield, MA	19318	5302	1425	700	1343	6810	0	2552	0	286	510	592	39305
Angelos Rockland, MA	19216	9936	0	0	10024	0	0	0	0	0	0	306	39482
Associated Grocers Manchester, NH	1893	0	0	210	0	0	636	3007	5098	946	4760	4139	22417
Buy-Rite Salem, NH	57119	0	0	4673	0	0	0	0	0	3080	0	1289	70409
C & S Wholesale Brattleboro, VT	17668	0	428	1960	0	0	0	0	0	0	0	2490	22546
Cressy Dockham Andover, MA	56751	1708	0	1045	3267	0	0	0	0	198	0	5047	70016
De Moulas Tewksbury, MA	54897	0	0	6090	0	0	0	0	0	528	0	3830	65345
Food Center N. Billerica, MA	113910	1035	0	6970	4475	0	0	0	2688	440	0	3280	134023
First National Windsor Locks, CT	43609	0	0	2730	0	1022	0	0	0	308	1700	867	50236
Hannaford S. Portland, ME	0	0	0	0	0	25870	4373	0	3072	0	0	5060	47742
James Ferrara Canton, MA	64941	1863	0	1505	5325	0	0	0	0	0	0	1952	74646
Shaws Supermarket E. Bridgewater, MA	46990	0	0	0	7518	3405	1590	5468	0	748	3400	1465	70581
Star Market Cambridge, MA	168754	1035	0	8785	2148	0	0	1823	0	660	0	3682	166087
Stop & Shop Boston, MA	233123	7038	2850	12040	4811	0	0	0	0	132	2380	4619	267815
Sweet Life Northboro, MA	306074	776	0	11830	6713	0	318	547	1728	880	1530	7145	337431
Sweet Life Suffield, CT	15053	0	4560	210	0	0	0	0	0	0	0	2039	21862
Wetterau Keene, NH	12620	0	855	1400	0	0	0	3081	3360	1254	4910	3793	31310
Other Distributors***	19722	5537	2494	788	4117	15664	1750	0	8640	781	4930	2341	83555
TOTAL	1251608	34310	12612	62096	49763	52779	8667	16405	24576	10241	24140	14813	1634510

ATTACHMENT A-1 (Cont.)

*Includes Suffolk county, and portions of Middlesex, Norfolk, and Plymouth counties.

**Counties hosting less than 55,000 evacuees include:
Essex, Norfolk and Worcester counties in Massachusetts,
Somerset and Waldo counties in Maine, and Cheshire and
Sullivan counties in New Hampshire.

+Partly risk and partly host

++Since only portions of the host counties are actually
destinated as host areas for the Boston risk area,
sales figures for the host counties have been
adjusted accordingly.

**Other Distributors Include:

Allied Grocers
Almacs
Aero. Whs. Grocers
Bugbee-Brown
Consolidated Foods
Cross
Falk & White
French & Bean
Grand Union
Giguere
Iandolis
R. F. Owen
Roger Williams Food
S. M. Flickinger
S. Praver
Watterau

Windsor, CT
E. Providence, RI
S. Gardiner, ME
Biddeford, ME
Nashua, NH
White River Jct., VT
Methuen, MA
St. Johnsbury, VT
Waterford, NY
Augusta, ME
Worcester, MA
Raynham, MA
Cumberland, RI
Columbus, OH
Portland, MA
Portland, ME

ATTACHMENT A-2

BOSTON RISK AREA CONGLOMERATE
POST-RELOCATION SUPERMARKET SALES (\$1,000/YEAR)
COUNTIES

DISTRIBUTOR LOCATION	BOSTON RISK AREA	BARNSTABLE	FRANKLIN	MIDDLESEX	PLYMOUTH	KENNEBEC	YORK	BERKSHIRE	CHATHAM	MERRIMACK	STRAFFORD	OTHER**	TOTAL
A & P Tea Co. Springfield, MA	1967	22733	1425	700	1343	6810	0	2552	0	206	510	300	39305
Angelos Rockland, MA	1956	25654	0	0	11566	0	0	0	0	0	0	0	39482
Associated Grocers Manchester, NH	193	0	0	210	0	0	636	3007	5088	946	4760	1708	22437
Buy-Rite Salem, NH	5815	0	0	4673	0	0	0	0	23823	15400	0	16445	70488
C & S Wholesale Brattleboro, VT	1799	0	2140	6157	0	0	0	0	0	0	0	12450	22546
Cressy Dockham Andover, MA	5777	8540	0	14207	15267	0	0	0	0	990	0	0	70016
De Moulas Tewksbury, MA	5588	0	0	6090	0	0	0	15847	0	2640	0	0	65345
Food Center N. Billerica, MA	11596	5175	0	6930	4475	0	0	28053	13161	2200	0	11900	134023
First National Windsor Locks, CT	4439	0	24953	2730	0	5110	0	0	0	1540	7976	0	50236
Hannaford S. Portland, ME	0	0	0	0	0	25878	4373	0	3072	0	0	5060	47242
James Ferreira Canton, MA	6611	9315	0	1505	5325	0	0	0	45376	0	0	0	74686
Shaws Supermarket E. Bridgewater, MA	4784	0	0	0	21656	17025	1500	5468	0	748	16000	0	70584
Star Market Cambridge, MA	17179	5175	0	28351	1746	0	15332	9115	0	3100	0	0	106887
Stop & Shop Boston, MA	27732	35190	14250	12884	17142	0	0	0	0	50364	72628	0	267015
Sweet Life Northboro, MA	31153	3880	0	45434	6713	21333	1590	2715	8640	4400	7650	0	317401
Sweet Life Suffield, CT	1532	0	14617	210	0	0	0	0	0	0	0	0	21862
Wetterau Keene, NH	1285	0	855	1400	0	0	0	1099	7360	1754	4930	0	31310
Other Distributors***	2007	9666	2494	1303	5638	15664	1750	0	8640	781	4970	3101	83454
TOTAL	127413	125328	60719	112784	91771	282942	79501	62477	114459	124849	119384	84625	228238
													1634510

ATTACHMENT A-2 (Cont.)

*Instead of shipping foodstuffs to the risk area for the stay-behinds, portion of the food shipment can be redirected to host counties where extra food shipments are required.

*Partly risk and partly host

**Counties hosting less than 55,000 evacuees include:
Essex, Norfolk and Worcester counties in Massachusetts,
Somerset and Waldo counties in Maine, and Cheshire and
Sullivan counties in New Hampshire.

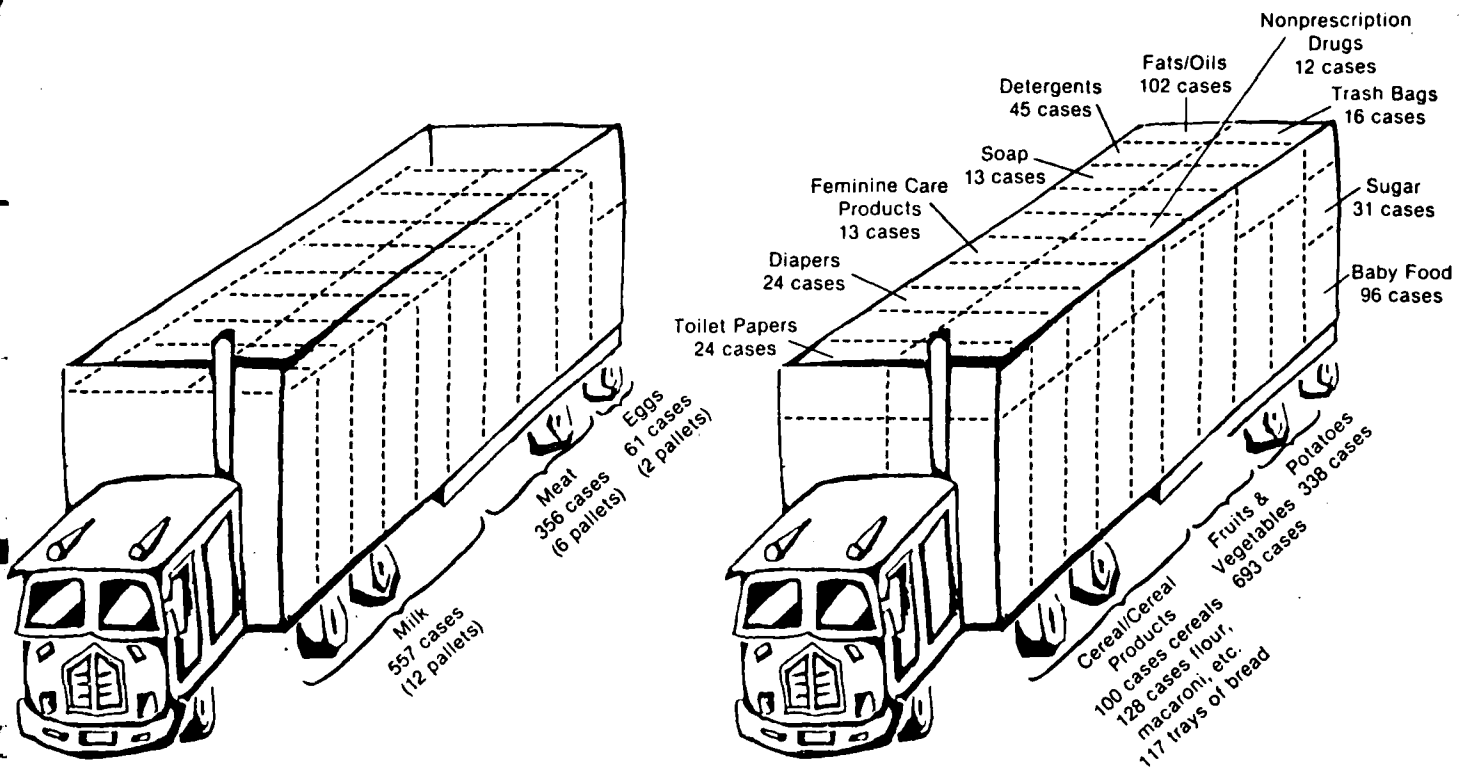
++Since only portions of the host counties are actually
destinated as host areas for the Boston risk area,
sales figures for the host counties have been
adjusted accordingly.

Entire shipment going to Mass Feeding Centers
Portion of shipment going to Mass Feeding Centers

**Other Distributors Include:

Allied Grocers	Windsor, CT
Almacs	E. Providence, RI
Asso. Wks. Grocers	S. Gardiner, ME
Bugbee-Brown	Biddeford, ME
Consolidated Foods	Nashua, NH
Cross	White River Jct., VT
Falk & White	Methuen, MA
French & Bean	St. Johnsbury, VT
Grand Union	Waterford, NY
Giguere	Augusta, ME
Iandolis	Worcester, MA
R. F. Owen	Raynham, MA
Roger Williams Food	Cumberland, RI
S. M. Flickinger	Columbus, OH
S. Praver	Portland, MA
Wetterau	Portland, ME

ATTACHMENT B



TWO TRUCKLOADS CAPABLE OF SUSTAINING 3800 PEOPLE FOR ONE WEEK

FOOD (refrigerated transport)		FOOD (non-refrigerated transport)		NON-FOOD	
Milk	557 cases	Cereals	345 cases	Paper Products	64 cases
Meat	356 cases	Fruits & Vegetables	693 cases	Hygiene Items	71 cases
Eggs	61 cases	Potatoes	338 cases	Aspirin	12 cases
		Fats & Oils	102 cases		
		Sugar	31 cases		
		Baby Food	96 cases		

APPENDIX E
COUNTY LISTINGS

COUNTY SUPPLIERS

TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
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REGION 01
STATE: CT

FAIRFIELD

A & P TEA CO./N.J. NORTH	MONTVALE NJ	2	0	0	0	2	0	12,000
A & P TEA CO./SPRINGFIELD	SPRINGFIELD MA	15	0	0	3	10	2	96,000
ALLIED GROCERS COOP INC	WINDSOR CT	22	8	3	7	4	0	57,500
ASSOCIATED FOOD DISTRIBUTORS	NORWALK CT	7	1	1	2	3	0	27,250
BOZZUTOS INC	CHESHIRE CT	12	4	4	4	0	0	21,000
DAITCH SHOPWELL CORP STORES	BRONX NY	3	0	0	0	2	1	22,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	9	0	0	1	6	2	57,900
GAER BROS INC	S WINDSOR CT	3	0	0	0	1	2	30,000
GRAND UNION CO HQ	ELMWOOD PARK NJ	15	0	1	4	8	2	81,500
GRISTEDE BROTHERS INC	BRONX NY	3	2	0	1	0	0	4,500
KRASDALE FOODS INC	BRONX NY	10	0	3	6	1	0	27,500
STOP AND SHOP INC	BOSTON MA	9	0	0	1	2	6	92,000
SUPERMARKETS GENERAL CORP	WOODBRIDGE NJ	3	0	0	0	0	3	45,000
SWEET LIFE FOODS	SUFFIELD CT	13	1	2	1	6	3	71,750
WAKEFERN FOOD CORP	ELIZABETH NJ	1	0	0	0	1	0	7,000
WALDEBAUM INC	CENTRAL ISLIP NY	1	0	0	0	0	1	10,000
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		129	17	14	30	46	22	662,750

HARTFORD

A & P TEA CO./SPRINGFIELD	SPRINGFIELD MA	8	0	0	3	4	1	46,000
ALLIED GROCERS COOP INC	WINDSOR CT	19	4	5	5	4	1	59,500
BOZZUTOS INC	CHESHIRE CT	6	0	1	3	2	0	22,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	15	0	0	3	11	1	89,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	1	0	0	0	0	1	15,000
GAER BROS INC	S WINDSOR CT	29	6	10	5	6	2	84,500
STOP AND SHOP INC	BOSTON MA	10	0	0	1	6	3	79,000
SWEET LIFE FOODS	SUFFIELD CT	47	5	6	14	17	5	215,750
TWIN COUNTY GROCERS INC	EDISON NJ	1	0	0	1	0	0	3,000
WAKEFERN FOOD CORP	ELIZABETH NJ	10	0	0	0	3	7	106,000
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		147	16	22	35	53	21	721,000

LITCHFIELD

A & P TEA CO./SPRINGFIELD	SPRINGFIELD MA	2	0	0	1	1	0	8,000
ALLIED GROCERS COOP INC	WINDSOR CT	13	5	2	6	0	0	24,750
BOZZUTOS INC	CHESHIRE CT	5	0	1	2	2	0	17,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	7	0	1	3	3	0	27,500
GRAND UNION CO HQ	ELMWOOD PARK NJ	1	0	0	0	1	0	7,000
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	1	0	1	0	0	0	1,500
STOP AND SHOP INC	BOSTON MA	1	0	0	0	1	0	5,000
SWEET LIFE FOODS	SUFFIELD CT	3	1	0	1	1	0	10,750
TWIN COUNTY GROCERS INC	EDISON NJ	2	0	0	1	1	0	3,000
WAKEFERN FOOD CORP	ELIZABETH NJ	1	0	0	0	0	1	15,000
COUNTY TOTAL:		36	6	5	14	10	1	125,000

MIDDLESEX

ALLIED GROCERS COOP INC	WINDSOR CT	3	0	3	0	0	0	4,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	3	0	0	0	2	1	20,000
GAER BROS INC	S WINDSOR CT	1	1	0	0	0	0	750
GRAND UNION CO HQ	ELMWOOD PARK NJ	2	0	0	0	1	1	20,000
ROGER WILLIAMS FOOD INC	CUMSEPLAND RI	1	0	0	0	1	0	5,000
STOP AND SHOP INC	BOSTON MA	2	0	0	0	1	1	20,000
SWEET LIFE FOODS	SUFFIELD CT	5	0	2	1	1	1	23,000
WAKEFERN FOOD CORP	ELIZABETH NJ	1	0	0	0	0	1	10,000
COUNTY TOTAL:		18	1	5	1	6	5	103,250

NEW HAVEN

A & P TEA CO./N.J. NORTH	MONTVALE NJ	1	0	0	0	1	0	5,000
A & P TEA CO./SPRINGFIELD	SPRINGFIELD MA	6	0	0	3	2	1	33,000
ALLIED GROCERS COOP INC	WINDSOR CT	28	10	10	5	3	0	54,500
BOZZUTOS INC	CHESHIRE CT	14	4	0	4	4	2	55,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	8	0	0	1	4	3	53,000
GAER BROS INC	S WINDSOR CT	9	4	3	0	2	0	19,500

COUNTY SUPPLIERS		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
REGION 01, STATE CT, NEW HAVEN (CONTINUED)								
GRAND UNION CO HQ	ELMWOOD PARK NJ	2	0	0	0	2	0	12,000
GRISTEDE BROTHERS INC	BRONX NY	1	0	0	1	0	0	3,000
KRASDALE FOODS INC	BRONX NY	1	0	0	0	1	0	5,000
MID EASTERN COOPERATIVE INC	CARLSTADT NJ	2	0	1	1	0	0	4,500
STOP AND SHOP INC	BOSTON MA	17	0	1	1	5	10	145,500
SUPERMARKETS GENERAL CORP	WOODBIDGE NJ	2	0	0	0	1	1	22,000
SHEET LIFE FOODS	SUFFIELD CT	28	5	1	4	15	3	146,250
TWIN COUNTY GROCERS INC	EDISON NJ	1	0	0	0	1	0	5,000
WAKEFERN FOOD CORP	ELIZABETH NJ	5	0	0	0	1	4	57,000
WALDBAUM INC	CENTRAL ISLIP NY	1	0	0	0	0	1	15,000
SMALL SUPPLIERS		1	0	0	0	1	0	7,000
COUNTY TOTAL:		127	23	16	20	43	25	642,250
NEW LONDON								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	4	0	0	1	3	0	24,000
ALLIED GROCERS COOP INC	WINDSOR CT	1	0	1	0	0	0	1,500
EOZZUTOS INC	CHESHIRE CT	1	1	0	0	0	0	750
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	4	0	1	0	3	0	22,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	4	0	0	2	2	0	16,000
GAER BROS INC	S WINDSOR CT	3	2	1	0	0	0	3,000
MILITARY	BUY DIRECT	1	0	0	0	0	1	15,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	5	1	1	0	3	0	19,250
STOP AND SHOP INC	BOSTON MA	3	0	0	1	1	1	25,000
SHEET LIFE FOODS	SUFFIELD CT	8	0	2	2	2	2	46,000
SHEET LIFE FOODS	NORTHBOROUGH MA	1	0	0	0	1	0	5,000
WAKEFERN FOOD CORP	ELIZABETH NJ	2	0	0	0	0	2	25,000
COUNTY TOTAL:		37	4	6	6	15	6	203,000
TOLLAND								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	1	0	0	3,000
ALLIED GROCERS COOP INC	WINDSOR CT	4	1	3	0	0	0	5,250
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	2	0	0	0	2	0	12,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	0	0	1	10,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	1	0	0	0	1	0	7,000
GAER BROS INC	S WINDSOR CT	1	0	0	0	1	0	7,000
MID EASTERN COOPERATIVE INC	CARLSTADT NJ	1	0	0	1	0	0	3,000
SHEET LIFE FOODS	SUFFIELD CT	6	2	1	2	1	0	14,000
COUNTY TOTAL:		17	3	4	4	5	1	61,250
WINDHAM								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	3	0	1	1	1	0	11,500
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	1	0	0	0	1	0	5,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	2	0	1	1	0	0	4,500
GAER BROS INC	S WINDSOR CT	1	0	0	1	0	0	3,000
JAMES FERRERA AND SONS INC	CANTON MA	1	0	0	0	1	0	7,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	3	1	0	1	1	0	8,750
STOP AND SHOP INC	BOSTON MA	1	0	0	0	1	0	5,000
SHEET LIFE FOODS	NORTHBOROUGH MA	2	0	0	2	0	0	8,000
SHEET LIFE FOODS	SUFFIELD CT	3	1	2	0	0	0	3,750
VALLEY WHOLESALE GROCERY INC	WEST HARNICK RI	1	1	0	0	0	0	750
WAKEFERN FOOD CORP	ELIZABETH NJ	1	0	0	0	0	1	10,000
COUNTY TOTAL:		19	3	4	6	5	1	65,250
CT STATE TOTAL:		530	73	76	116	133	82	2,583,750

COUNTY SUPPLIERS		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
REGION 01								
STATE: MA								
BARNSTABLE								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	6	0	2	2	1	1	26,000
ANGELOS SUPERMARKETS	ROCKLAND MA	7	0	0	0	6	1	48,000
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	4	1	1	2	0	0	8,250
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	1	0	0	0	1	0	5,000
JAMES FERRERA AND SONS INC	CANTON MA	3	0	0	3	0	0	9,000
MILITARY	BUY DIRECT	2	1	0	0	1	0	5,750
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	9	3	1	2	3	0	26,750
STAR MARKET CO	CAMBRIDGE MA	1	0	0	0	1	0	5,000
STOP AND SHOP INC	BOSTON MA	6	0	0	1	5	0	34,000
SWEET LIFE FOODS	NORTHBOROUGH MA	2	1	0	1	0	0	3,750
SMALL SUPPLIERS		5	2	2	1	0	0	7,500
COUNTY TOTAL:		46	8	6	12	18	2	179,000
BERKSHIRE								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	1	1	0	0	4,500
ALLIED GROCERS COOP INC	WINDSOR CT	3	1	1	1	0	0	5,250
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	0	1	0	5,000
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	1	0	1	0	0	0	1,500
PRICE CHOPPER/GOLUB CORP	SCHENECTADY NY	6	0	1	0	3	2	46,500
STOP AND SHOP INC	BOSTON MA	1	0	0	0	1	0	7,000
SWEET LIFE FOODS	SUFFIELD CT	10	2	1	2	4	1	48,000
COUNTY TOTAL:		24	3	5	4	9	3	117,750
BRISTOL								
ALHACS INC	EAST PROVIDENCE RI	10	0	0	4	3	3	69,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	0	0	1	10,000
JAMES FERRERA AND SONS INC	CANTON MA	3	1	0	1	0	1	13,750
R F OWENS CO INC	RAYNHAM MA	2	0	0	0	1	1	17,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	7	3	2	1	1	0	13,250
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	4	0	0	0	3	1	29,000
STAR MARKET CO	CAMBRIDGE MA	1	0	0	0	1	0	5,000
STOP AND SHOP INC	BOSTON MA	7	0	0	1	4	2	49,000
SWEET LIFE FOODS	NORTHBOROUGH MA	19	0	3	2	14	0	92,500
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		55	5	5	9	27	9	299,250
DUKES								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	1	0	1	0	8,500
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	2	0	0	2	0	0	6,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	2	0	0	2	0	0	6,200
COUNTY TOTAL:		6	0	1	4	1	0	20,500
ESSEX								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	1	0	1	0	6,500
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	3	1	2	0	0	0	3,750
BUY RITE WHOLESALE GROCERY	SALEM NH	6	1	1	1	1	2	35,250
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	23	3	7	9	4	0	61,750
DE MOULAS SUPER MARKETS INC	TEWKSPURY MA	8	0	0	0	6	2	50,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	6	0	0	1	2	3	43,000
JAMES FERRERA AND SONS INC	CANTON MA	1	1	0	0	0	0	750
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	2	0	0	1	0	1	13,000
S M FLICKINGER CO	COLUMBUS OH	1	0	1	0	0	0	1,500
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	1	0	0	0	1	0	7,000
STAR MARKET CO	CAMBRIDGE MA	5	0	0	0	3	2	46,000
STOP AND SHOP INC	BOSTON MA	5	0	0	0	2	3	47,000
SWEET LIFE FOODS	SUFFIELD CT	2	0	0	2	0	0	6,000
SWEET LIFE FOODS	NORTHBOROUGH MA	11	0	1	5	4	1	48,500
SMALL SUPPLIERS		4	1	1	1	1	0	10,250
COUNTY TOTAL:		80	7	14	20	25	14	380,250
FRANKLIN								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	1	0	5,000
ALLIED GROCERS COOP INC	WINDSOR CT	2	1	0	1	0	0	3,750
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	1	0	1	0	0	0	1,500

COUNTY SUPPLIERS		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
REGION 01, STATE MA, FRANKLIN	(CONTINUED)							
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	1	0	0	0	1	0	5,000
STOP AND SHOP INC	BOSTON MA	1	0	0	0	0	1	10,000
SWEET LIFE FOODS	SUFFIELD CT	6	2	3	0	0	1	16,000
WETTERAU FOODS INC	KEENE NH	1	0	0	1	0	0	3,000
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		14	4	4	2	2	2	45,000
HAMPDEN								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	6	0	0	2	1	3	48,000
ALLIED GROCERS COOP INC	WINDSOR CT	6	4	0	2	0	0	9,000
CROSS CO	WHITE RIVER JCT VT	3	0	0	2	1	0	11,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	2	0	0	0	2	0	12,000
GAER BROS INC	S WINDSOR CT	2	0	2	0	0	0	3,000
STOP AND SHOP INC	BOSTON MA	5	0	0	0	4	1	34,000
SWEET LIFE FOODS	SUFFIELD CT	27	1	2	5	14	5	152,750
WAKEFERN FOOD CORP	ELIZABETH NJ	7	0	0	0	1	6	92,000
COUNTY TOTAL:		58	5	4	11	23	15	361,750
HAMPSHIRE								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	1	0	0	0	1,500
ALLIED GROCERS COOP INC	WINDSOR CT	2	0	1	1	0	0	4,500
PRICE CHOPPER/GOLUB CORP	SCHENECTADY NY	1	0	0	0	1	0	5,000
STOP AND SHOP INC	BOSTON MA	2	0	0	0	2	0	10,000
SWEET LIFE FOODS	SUFFIELD CT	12	2	1	2	6	1	55,000
WETTERAU FOODS INC	KEENE NH	1	0	0	0	1	0	5,000
COUNTY TOTAL:		19	2	3	3	10	1	81,000
MIDDLESEX								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	0	0	2	0	10,000
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	3	2	1	0	0	0	3,000
BUY RITE WHOLESALE GROCERY	SALEM NH	10	1	4	0	0	5	66,750
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	4	0	0	1	2	1	28,000
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	17	8	3	2	3	1	43,500
CROSS CO	WHITE RIVER JCT VT	4	0	2	2	0	0	9,000
DE MOULAS SUPER MARKETS INC	TENNESBURY MA	11	0	0	1	6	4	87,000
FALK AND WHITE	METHUEN MA	2	1	1	0	0	0	2,250
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	4	0	0	0	2	2	39,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	15	0	2	2	7	4	99,000
JAMES FERRERA AND SONS INC	CANTON MA	12	6	2	3	1	0	21,500
MILITARY	BUY DIRECT	2	0	0	0	0	2	30,000
MILLIKIN TOMLINSON CO	PORTLAND ME	1	0	0	1	0	0	3,000
STAR MARKET CO	CAMBRIDGE MA	15	0	1	2	5	7	125,500
STOP AND SHOP INC	BOSTON MA	17	0	0	0	7	10	172,000
SWEET LIFE FOODS	NORTHBOROUGH MA	39	4	8	12	10	5	169,000
SWEET LIFE FOODS	SUFFIELD CT	1	0	0	1	0	0	3,000
WETTERAU FOODS INC	KEENE NH	3	0	0	0	2	1	20,000
SMALL SUPPLIERS		3	0	0	2	1	0	11,000
COUNTY TOTAL:		165	22	24	29	48	42	942,500
NANTUCKET								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	1	0	7,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	0	1	0	5,000
COUNTY TOTAL:		2	0	0	0	2	0	12,000
NORFOLK								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	0	0	2	0	10,000
ALMACS INC	EAST PROVIDENCE RI	3	0	0	3	0	0	9,000
ANGELOS SUPERMARKETS	ROCKLAND MA	4	0	0	2	2	0	18,000
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	6	0	2	4	0	0	15,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	6	0	0	2	4	0	26,000
JAMES FERRERA AND SONS INC	CANTON MA	11	3	0	4	2	2	49,250
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	1	0	0	0	1	0	5,000
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	6	0	0	0	3	3	59,000
STAR MARKET CO	CAMBRIDGE MA	6	0	0	0	6	0	39,000
STOP AND SHOP INC	BOSTON MA	9	0	0	3	3	3	65,000
SWEET LIFE FOODS	NORTHBOROUGH MA	26	1	3	6	11	5	148,250

COUNTY SUPPLIERS		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
REGION 01, STATE MA, NORFOLK	(CONTINUED)							
SWEET LIFE FOODS	SUFFIELD CT	1	0	0	0	0	1	10,000
SMALL SUPPLIERS		1	0	0	0	1	0	7,000
COUNTY TOTAL:		82	4	5	24	35	14	459,500
PLYMOUTH								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	3	0	1	2	0	0	7,500
ANGELOS SUPERMARKETS	ROCKLAND MA	7	0	0	0	5	2	56,000
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	6	1	3	1	0	1	18,250
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	2	0	0	0	0	2	25,000
JAMES FERREIRA AND SONS INC	CANTON MA	7	1	2	2	0	2	29,750
R F OWENS CO INC	RAYNHAM MA	2	0	0	0	2	0	14,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	5	2	1	2	0	0	9,000
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	4	0	0	0	1	3	42,000
STAR MARKET CO	CAMBRIDGE MA	2	0	0	0	2	0	12,000
STOP AND SHOP INC	BOSTON MA	4	0	0	1	2	1	27,000
SWEET LIFE FOODS	NORTHBOROUGH MA	10	0	3	3	4	0	37,500
SMALL SUPPLIERS		5	2	1	0	2	0	15,000
COUNTY TOTAL:		57	6	11	11	18	11	293,000
SUFFOLK								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	1	0	5,000
EUY RITE WHOLESALE GROCERY	SALEM NH	1	0	0	0	0	1	15,000
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	10	2	6	2	0	0	16,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	3	0	0	0	3	0	19,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	5	0	0	0	4	1	30,000
JAMES FERREIRA AND SONS INC	CANTON MA	7	3	1	3	0	0	12,750
MILITARY	EUY DIRECT	1	0	1	0	0	0	1,500
STAR MARKET CO	CAMBRIDGE MA	7	0	0	0	4	3	61,000
STOP AND SHOP INC	BOSTON MA	8	0	0	1	2	5	75,000
SWEET LIFE FOODS	SUFFIELD CT	2	0	0	2	0	0	6,000
SWEET LIFE FOODS	NORTHBOROUGH MA	16	0	2	3	9	2	89,000
COUNTY TOTAL:		61	5	10	11	23	12	330,750
WORCESTER								
ALLIED GROCERS COOP INC	WINDSOR CT	1	1	0	0	0	0	750
ALMACS INC	EAST PROVIDENCE RI	1	0	0	0	0	1	10,000
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	23	3	6	0	7	7	151,250
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	11	0	1	6	4	0	43,500
DE MOULAS SUPER MARKETS INC	TEWKSBURY MA	3	0	0	0	1	2	32,000
IANDOLIS SUPER MARKETS INC	WORCESTER MA	15	0	0	3	10	2	81,000
JAMES FERREIRA AND SONS INC	CANTON MA	1	0	0	0	0	1	10,000
STOP AND SHOP INC	BOSTON MA	4	0	0	1	2	1	25,000
SWEET LIFE FOODS	SUFFIELD CT	5	1	1	1	2	0	17,250
SWEET LIFE FOODS	NORTHBOROUGH MA	24	0	5	9	10	0	86,500
WETTERAU FOODS INC	KEENE NH	8	1	2	3	2	0	26,750
SMALL SUPPLIERS		1	0	1	0	0	0	1,500
COUNTY TOTAL:		97	6	16	23	38	14	485,500
MA STATE TOTAL:		766	77	108	163	279	139	4,007,750

COUNTY SUPPLIERS

TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
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REGION 01
STATE: ME

ANDROSCOGGIN

ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	5	3	1	1	0	0	6,750
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	1	0	0	0	1	0	7,000
GIGUERES SUPERMARKETS INC	AUGUSTA ME	2	0	1	0	1	0	6,500
HANNAFORD BROS CO	SOUTH PORTLAND ME	12	0	5	2	3	2	50,500
LEWISTON AND AUBURN UNITED GRGR	LEWISTON ME	3	3	0	0	0	0	2,250
MILLIKIN TOMLINSON CO	PORTLAND ME	2	1	1	0	0	0	2,250
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	2	0	0	0	2	0	12,000
SMALL SUPPLIERS		1	0	1	0	0	0	1,500
COUNTY TOTAL:		28	7	9	3	7	2	83,750

ARROOSTOOK

ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	2	1	1	0	0	0	2,250
HANNAFORD BROS CO	SOUTH PORTLAND ME	8	1	1	5	1	0	22,250
MILITARY	BUY DIRECT	1	0	0	0	1	0	5,000
MILLIKIN TOMLINSON CO	PRESQUE ISLE ME	7	2	4	1	0	0	10,500
MILLIKIN TOMLINSON CO	PORTLAND ME	11	3	2	5	1	0	25,250
SMALL SUPPLIERS		1	0	1	0	0	0	1,500
COUNTY TOTAL:		30	7	9	11	3	0	66,750

CUMBERLAND

A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	1	0	5,000
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	6	2	4	0	0	0	7,500
CROSS CO	WHITE RIVER JCT VT	2	1	0	1	0	0	3,750
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	1	0	0	0	0	1	15,000
GIGUERES SUPERMARKETS INC	AUGUSTA ME	2	0	1	1	0	0	4,500
HANNAFORD BROS CO	SOUTH PORTLAND ME	11	0	1	4	3	3	62,500
MILLIKIN TOMLINSON CO	PORTLAND ME	5	0	3	1	1	0	12,500
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	7	0	0	0	0	7	90,000
COUNTY TOTAL:		35	3	9	7	5	11	200,750

FRANKLIN

ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	3	1	2	0	0	0	3,750
HANNAFORD BROS CO	SOUTH PORTLAND ME	3	0	2	1	0	0	6,000
MILLIKIN TOMLINSON CO	PORTLAND ME	2	1	0	1	0	0	3,750
SMALL SUPPLIERS		2	0	1	1	0	0	4,500
COUNTY TOTAL:		10	2	5	3	0	0	18,000

HANCOCK

ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	9	4	4	1	0	0	12,000
CROSS CO	WHITE RIVER JCT VT	1	0	1	0	0	0	1,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	1	0	0	3,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	3	0	0	1	2	0	13,000
MILITARY	BUY DIRECT	1	1	0	0	0	0	750
MILLIKIN TOMLINSON CO	PORTLAND ME	1	1	0	0	0	0	750
COUNTY TOTAL:		16	6	5	3	2	0	31,000

KENNEBEC

A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	0	1	10,000
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	9	6	3	0	0	0	9,000
CROSS CO	WHITE RIVER JCT VT	2	0	0	2	0	0	6,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	1	0	0	0	1,500
GIGUERES SUPERMARKETS INC	AUGUSTA ME	2	0	1	0	1	0	6,500
HANNAFORD BROS CO	SOUTH PORTLAND ME	8	0	4	0	2	2	38,000
MILLIKIN TOMLINSON CO	PORTLAND ME	1	0	1	0	0	0	1,500
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	1	0	0	0	1	0	5,000
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		26	7	10	2	4	3	78,250

KNOX

ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	3	2	1	0	0	0	3,000
CROSS CO	WHITE RIVER JCT VT	1	0	1	0	0	0	1,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	0	1	0	5,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	2	0	0	1	1	0	8,000
MILLIKIN TOMLINSON CO	PORTLAND ME	2	0	0	2	0	0	6,000
COUNTY TOTAL:		9	2	2	3	2	0	23,500

COUNTY SUPPLIERS		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
REGION 01, STATE ME (CONTINUED)								
LINCOLN								
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	2	1	0	1	0	0	3,750
CROSS CO	WHITE RIVER JCT VT	1	1	0	0	0	0	750
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	1	0	0	3,000
GIGUERES SUPERMARKETS INC	AUGUSTA ME	1	0	1	0	0	0	1,500
HANNAFORD BROS CO	SOUTH PORTLAND ME	2	0	0	1	1	0	8,000
COUNTY TOTAL:		7	2	1	3	1	0	17,000
OXFORD								
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	2	1	1	0	0	0	2,250
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	1	1	0	0	0	0	750
GIGUERES SUPERMARKETS INC	AUGUSTA ME	2	0	2	0	0	0	3,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	6	0	0	4	2	0	26,000
LEWISTON AND AUGURN UNITED GRGR	LEWISTON ME	1	0	1	0	0	0	1,500
MILLIKIN TOMLINSON CO	PORTLAND ME	1	1	0	0	0	0	750
SMALL SUPPLIERS		2	2	0	0	0	0	1,500
COUNTY TOTAL:		15	5	4	4	2	0	35,750
PENOBSCOT								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	1	0	1	0	8,500
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	7	0	4	3	0	0	15,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	17	0	1	6	8	2	92,500
MILLIKIN TOMLINSON CO	FRESQUE ISLE ME	1	0	1	0	0	0	1,500
MILLIKIN TOMLINSON CO	PORTLAND ME	3	0	0	0	3	0	15,000
COUNTY TOTAL:		30	0	7	9	12	2	132,500
PISCATAQUIS								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	2	0	0	0	3,000
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	1	1	0	0	0	0	750
HANNAFORD BROS CO	SOUTH PORTLAND ME	1	0	0	1	0	0	3,000
MILLIKIN TOMLINSON CO	PORTLAND ME	3	1	1	1	0	0	5,250
COUNTY TOTAL:		7	2	3	2	0	0	12,000
SAGadahoc								
BURGESS MKTS INC	BATH ME	2	0	0	1	1	0	8,000
MILITARY	BUY DIRECT	1	0	0	0	1	0	5,000
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	1	0	0	0	0	1	15,000
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		5	1	0	1	2	1	28,750
SCHERSET								
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	4	2	1	1	0	0	6,000
GIGUERES SUPERMARKETS INC	AUGUSTA ME	1	0	1	0	0	0	1,500
HANNAFORD BROS CO	SOUTH PORTLAND ME	5	0	1	2	2	0	19,500
MILLIKIN TOMLINSON CO	PORTLAND ME	2	0	0	2	0	0	6,000
COUNTY TOTAL:		12	2	3	5	2	0	33,000
WALDO								
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	3	1	2	0	0	0	3,750
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	1	0	0	3,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	2	0	1	1	0	0	4,500
COUNTY TOTAL:		6	1	3	2	0	0	11,250
WASHINGTON								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	1	1	0	0	4,500
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	3	1	2	0	0	0	3,750
CROSS STORES	WHITE RIVER JCT VT	1	0	1	0	0	0	1,500
HANNAFORD BROS CO	SOUTH PORTLAND ME	4	0	1	1	2	0	14,500
MILITARY	BUY DIRECT	1	1	0	0	0	0	750
MILLIKIN TOMLINSON CO	FRESQUE ISLE ME	1	0	0	1	0	0	3,000
MILLIKIN TOMLINSON CO	PORTLAND ME	1	0	0	0	1	0	5,000
S M FLICKINGER CO	COLUMBUS OH	1	0	0	0	1	0	5,000
COUNTY TOTAL:		14	2	5	3	4	0	38,000

COUNTY SUPPLIERS

REGION 01, STATE ME (CONTINUED)

		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
YORK								
ASSOCIATED GROCERS OF MAINE	SOUTH GARDINER ME	5	4	1	0	0	0	4,500
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	5	2	3	0	0	0	6,000
BUGBEE-BROWN INC	BIDDEFORD ME	1	1	0	0	0	0	750
HANNAFORD BROS CO	SOUTH PORTLAND ME	8	1	1	1	4	1	41,250
MILLIKIN TOMLINSON CO	PORTLAND ME	5	1	1	3	0	0	11,250
S FRAKER & CO	PORTLAND ME	1	1	0	0	0	0	750
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	2	0	0	0	1	1	15,000
SHEET LIFE FOODS	NORTHBOROUGH MA	1	0	0	1	0	0	3,000
COUNTY TOTAL:		28	10	6	5	5	2	82,500
ME STATE TOTAL:		278	59	81	66	51	21	897,750

COUNTY SUPPLIERS

TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
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REGION 01
STATE: NH

BELKNAP

A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	1	0	7,000
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	4	1	1	2	0	0	8,250
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	1	0	0	0	0	1	15,000
STAR MARKET CO	CAMBRIDGE MA	1	0	0	0	1	0	5,000
SWEET LIFE FOODS	NORTHBOROUGH MA	1	0	1	0	0	0	1,500
WETTERAU FOODS INC	KEENE NH	2	0	1	0	1	0	8,500
COUNTY TOTAL:		10	1	3	2	3	1	45,250

CARROLL

ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	3	1	2	0	0	0	3,750
HANNAFORD BROS CO	SOUTH PORTLAND ME	1	0	0	0	1	0	7,000
MILLIKIN TONLINSON CO	PORTLAND ME	4	1	2	1	0	0	6,750
S M FLICKINGER CO	COLUMBUS OH	1	0	1	0	0	0	1,500
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	1	0	0	0	1	0	5,000
SWEET LIFE FOODS	NORTHBOROUGH MA	1	0	1	0	0	0	1,500
COUNTY TOTAL:		11	2	6	1	2	0	25,500

CHESHIRE

ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	6	1	1	4	0	0	14,250
CROSS STORES	WHITE RIVER JCT VT	1	0	1	0	0	0	1,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	1	0	0	3,000
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	1	0	0	0	1	0	5,000
SWEET LIFE FOODS	SUFFIELD CT	4	1	0	2	0	1	16,750
WETTERAU FOODS INC	KEENE NH	3	0	1	1	0	1	14,500
COUNTY TOTAL:		16	2	3	8	1	2	55,000

COOS

ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	2	1	1	0	0	0	2,250
FRENCH AND BEAN CO	ST JOHNSBURY VT	3	2	0	1	0	0	4,500
HANNAFORD BROS CO	SOUTH PORTLAND ME	4	1	3	0	0	0	5,250
MILLIKIN TONLINSON CO	PORTLAND ME	4	1	1	1	1	0	10,250
SWEET LIFE FOODS	NORTHBOROUGH MA	3	0	1	2	0	0	7,500
COUNTY TOTAL:		16	5	6	4	1	0	29,750

GRAFTON

ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	6	1	3	1	1	0	13,250
CROSS CO	WHITE RIVER JCT VT	3	0	0	2	1	0	11,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	1	0	0	0	1	0	7,000
FRENCH AND BEAN CO	ST JOHNSBURY VT	1	0	1	0	0	0	1,500
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	1	0	0	0	0	1	10,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	3	0	2	0	1	0	8,000
SWEET LIFE FOODS	NORTHBOROUGH MA	2	0	1	1	0	0	4,500
WETTERAU FOODS INC	KEENE NH	4	1	2	0	1	0	8,750
SMALL SUPPLIERS		1	0	0	1	0	0	3,000
COUNTY TOTAL:		22	2	9	5	5	1	67,000

HILLSBORO

A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	1	0	1	0	6,500
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	13	4	7	1	1	0	21,500
BUY RITE WHOLESALE GROCERY	SALEM NH	7	0	0	0	1	6	70,000
CONSOLIDATED FOODS INC	NASHUA NH	1	1	0	0	0	0	750
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	2	0	1	1	0	0	4,500
CROSS CO	WHITE RIVER JCT VT	2	0	0	2	0	0	6,000
DE MOLAS SUPER MARKETS INC	TEWKSBURY MA	2	0	0	0	2	0	12,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	0	1	0	7,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	2	0	0	1	1	0	10,000
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	4	0	2	1	1	0	11,000
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	2	0	0	0	1	1	17,000
STAR MARKET CO	CAMBRIDGE MA	2	0	0	0	1	1	15,000
STOP AND SHOP INC	BOSTON MA	1	0	0	1	0	0	3,000
SWEET LIFE FOODS	NORTHBOROUGH MA	2	0	0	0	1	1	20,000
WETTERAU FOODS INC	KEENE NH	5	2	0	0	2	1	28,500
SMALL SUPPLIERS		2	1	0	0	0	1	10,750
COUNTY TOTAL:		50	8	11	7	13	11	243,500

COUNTY SUPPLIERS

REGION 01, STATE NH (CONTINUED)

		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
MERRIMACK								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	1	0	0	0	1,500
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	8	2	5	0	1	0	14,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	0	1	0	5,000
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	3	0	1	1	0	1	14,500
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	1	0	0	0	0	1	10,000
STOP AND SHOP INC	BOSTON MA	1	0	0	0	1	0	7,000
SWEET LIFE FOODS	NORTHBOROUGH MA	2	0	1	1	0	0	4,500
WETTERAU FOODS INC	KEENE NH	4	0	1	1	2	0	14,500
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		22	3	9	3	5	2	71,750
ROCKINGHAM								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	0	1	10,000
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	7	0	3	3	1	0	19,500
CRESSEY DOCKHAM AND CO INC	ANDOVER MA	6	2	0	2	1	1	22,500
DE MOULAS SUPER MARKETS INC	TEWKSBURY MA	4	0	0	0	2	2	35,000
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	1	0	0	0	0	1	15,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	4	0	0	2	0	2	26,000
MILITARY	BUY DIRECT	1	0	0	0	0	1	15,000
SHAW'S SUPERMARKETS INC	EAST BRIDGEWATER MA	4	0	0	0	0	4	50,000
SWEET LIFE FOODS	NORTHBOROUGH MA	3	0	0	2	1	0	11,000
SMALL SUPPLIERS		1	1	0	0	0	0	750
COUNTY TOTAL:		32	3	3	9	5	12	203,750
STRAFFORD								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	1	0	0	0	1,500
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	6	3	3	0	0	0	6,750
BUY RITE WHOLESALE GROCERY	SALEM NH	3	0	0	1	2	0	13,000
FALK AND WHITE	METHUEN MA	1	1	0	0	0	0	750
FOOD CENTER WHOLESALE GROCERS	NORTH BILLERICA MA	1	0	0	0	1	0	5,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	3	0	0	1	1	1	20,000
MILLIKIN TOMLINSON CO	PORTLAND ME	2	0	1	0	1	0	8,500
SMALL SUPPLIERS		2	0	0	0	2	0	10,000
COUNTY TOTAL:		19	4	5	2	7	1	65,500
SULLIVAN								
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	3	1	1	0	1	0	7,250
CROSS CO	WHITE RIVER JCT VT	2	0	0	1	1	0	9,000
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	2	0	0	1	1	0	10,000
WETTERAU FOODS INC	KEENE NH	2	1	0	0	1	0	5,750
COUNTY TOTAL:		9	2	1	2	4	0	31,000
NH STATE TOTAL:								
		207	32	56	43	46	30	838,000

COUNTY SUPPLIERS

TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
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REGION 01

STATE: RI

BRISTOL

A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	1	0	0	0	1,500
ALMACS INC	EAST PROVIDENCE RI	2	0	0	0	2	0	12,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	2	0	0	1	1	0	10,000
VALLEY WHOLESALE GROCERY INC	WEST WARWICK RI	1	0	1	0	0	0	1,500
COUNTY TOTAL:		6	0	2	1	3	0	25,000

KENT

ALMACS INC	EAST PROVIDENCE RI	5	0	0	0	2	3	42,000
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	1	0	0	1	0	0	3,000
JAMES FERRERA AND SONS INC	CANTON MA	1	0	0	0	1	0	7,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	2	1	0	1	0	0	3,750
STAR MARKET CO	CAMBRIDGE MA	2	0	0	0	2	0	12,000
SWEET LIFE FOODS	NORTHBOROUGH MA	3	0	0	2	0	1	16,000
VALLEY WHOLESALE GROCERY INC	WEST WARWICK RI	2	0	0	1	1	0	8,000
SMALL SUPPLIERS		2	1	1	0	0	0	2,250
COUNTY TOTAL:		18	2	1	5	6	4	94,000

NEWPORT

A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	2	0	2	0	0	0	3,000
ALMACS INC	EAST PROVIDENCE RI	2	0	0	0	2	0	14,000
MILITARY	BUY DIRECT	1	0	0	0	0	1	10,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	3	1	1	0	1	0	7,250
STAR MARKET CO	CAMBRIDGE MA	1	0	0	0	1	0	5,000
STOP AND SHOP INC	BOSTON MA	1	0	0	1	0	0	3,000
SWEET LIFE FOODS	NORTHBOROUGH MA	1	0	0	0	1	0	5,000
COUNTY TOTAL:		11	1	3	1	5	1	47,250

PROVIDENCE

ALMACS INC	EAST PROVIDENCE RI	14	0	0	1	8	5	104,000
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	2	0	0	1	0	1	18,000
JAMES FERRERA AND SONS INC	CANTON MA	5	2	1	1	1	0	13,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	12	3	4	1	4	0	31,250
STAR MARKET CO	CAMBRIDGE MA	8	0	0	2	5	1	45,000
STOP AND SHOP INC	BOSTON MA	8	0	0	1	6	1	53,000
SWEET LIFE FOODS	NORTHBOROUGH MA	4	0	0	2	2	0	18,000
VALLEY WHOLESALE GROCERY INC	WEST WARWICK RI	1	0	0	1	0	0	3,000
SMALL SUPPLIERS		3	1	0	1	1	0	10,750
COUNTY TOTAL:		57	6	5	11	27	8	296,000

WASHINGTON

A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	0	1	0	7,000
ALMACS INC	EAST PROVIDENCE RI	3	0	0	0	2	1	20,000
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	1	0	1	0	0	0	1,500
JAMES FERRERA AND SONS INC	CANTON MA	2	0	0	0	2	0	12,000
ROGER WILLIAMS FOOD INC	CUMBERLAND RI	3	0	1	0	2	0	13,500
STAR MARKET CO	CAMBRIDGE MA	1	0	0	0	1	0	5,000
STOP AND SHOP INC	BOSTON MA	1	0	0	0	1	0	5,000
SWEET LIFE FOODS	NORTHBOROUGH MA	1	0	0	0	1	0	5,000
VALLEY WHOLESALE GROCERY INC	WEST WARWICK RI	1	0	1	0	0	0	1,500
COUNTY TOTAL:		14	0	3	0	10	1	70,500

RI STATE TOTAL:

106	9	14	18	51	14	532,750
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COUNTY SUPPLIERS

REGION 01
STATE: VT

ADDISON

	TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
A & P TEA CO/SPRINGFIELD	1	0	0	1	0	0	3,000
FIRST NATIONAL SUPERMARKETS INC	1	0	1	0	0	0	1,500
GRAND UNION CO/NO EMPIRE DIV	2	0	0	2	0	0	6,000
WETTERAU FOODS INC	2	0	1	1	0	0	4,500
COUNTY TOTAL:	6	0	2	4	0	0	15,000

BENNINGTON

A & P TEA CO/SPRINGFIELD	1	0	0	1	0	0	3,000
ASSOCIATED GROCERS OF NEW ENGLN	1	0	0	1	0	0	3,000
CROSS CO	2	0	0	1	1	0	10,000
GRAND UNION CO/NO EMPIRE DIV	2	0	0	2	0	0	6,000
JOHN L ENGLISH CO	1	1	0	0	0	0	750
PRICE CHOPPER/GOLUB CORP	1	0	0	0	1	0	5,000
WETTERAU FOODS INC	2	1	0	1	0	0	3,750
COUNTY TOTAL:	10	2	0	6	2	0	31,500

CALEDONIA

CRESSEY DOCKHAM AND CO INC	1	0	0	0	1	0	7,000
CROSS CO	2	1	0	1	0	0	3,750
FRENCH AND BEAN CO	1	1	0	0	0	0	750
GRAND UNION CO/NO EMPIRE DIV	1	0	3	1	0	0	3,000
SHEET LIFE FOODS	1	0	1	0	0	0	1,500
WETTERAU FOODS INC	4	0	1	2	1	0	12,500
COUNTY TOTAL:	10	2	2	4	2	0	28,500

CHITTENDEN

A & P TEA CO/SPRINGFIELD	1	0	0	0	1	0	7,000
CROSS CO	4	0	2	0	2	0	17,000
GRAND UNION CO/NO EMPIRE DIV	9	0	1	6	1	1	39,500
HANNAFORD BROS CO	3	0	0	0	3	0	19,000
WETTERAU FOODS INC	3	1	1	0	0	1	12,250
COUNTY TOTAL:	20	1	4	6	7	2	94,750

ESSEX

FRENCH AND BEAN CO	1	1	0	0	0	0	750
COUNTY TOTAL:	1	1	0	0	0	0	750

FRANKLIN

FRENCH AND BEAN CO	1	1	0	0	0	0	750
GRAND UNION CO/NO EMPIRE DIV	2	0	1	1	0	0	4,500
HANNAFORD BROS CO	1	0	0	0	1	0	7,000
WETTERAU FOODS INC	6	2	4	0	0	0	7,500
SMALL SUPPLIERS	1	0	1	0	0	0	1,500
COUNTY TOTAL:	11	3	6	1	1	0	21,250

LANOILLE

CROSS CO	1	0	0	1	0	0	3,000
FRENCH AND BEAN CO	2	2	0	0	0	0	1,500
GRAND UNION CO/NO EMPIRE DIV	3	0	1	1	1	0	9,500
COUNTY TOTAL:	6	2	1	2	1	0	14,000

ORANGE

ASSOCIATED GROCERS OF NEW ENGLN	1	1	0	0	0	0	750
CROSS CO	2	0	0	2	0	0	6,000
FIRST NATIONAL SUPERMARKETS INC	1	0	1	0	0	0	1,500
FRENCH AND BEAN CO	1	0	1	0	0	0	1,500
COUNTY TOTAL:	5	1	2	2	0	0	9,750

ORLEANS

CROSS CO	1	1	0	0	0	0	750
FRENCH AND BEAN CO	3	0	1	2	0	0	7,500
GRAND UNION CO/NO EMPIRE DIV	1	0	0	0	1	0	5,000
WETTERAU FOODS INC	1	0	0	0	1	0	5,000
COUNTY TOTAL:	6	1	1	2	2	0	18,250

COUNTY SUPPLIERS		TOTAL STORES	500K- 1 MIL	1-2 MIL	2-4 MIL	4-8 MIL	8+ MIL	EST ACV (\$1000)
REGION 01, STATE VT (CONTINUED)								
RUTLAND								
A & P TEA CO/SPRINGFIELD	SPRINGFIELD MA	1	0	0	1	0	0	3,000
BI LO WHOLESALE GROCERS	ALBANY NY	1	0	0	1	0	0	3,000
CROSS CO	WHITE RIVER JCT VT	2	1	1	0	0	0	2,250
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	2	0	0	0	2	0	12,000
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	5	0	2	2	1	0	14,000
HANNAFORD BROS CO	SOUTH PORTLAND ME	1	0	0	0	0	1	10,000
WETTERAU FOODS INC	KEENE NH	2	2	0	0	0	0	1,500
SMALL SUPPLIERS		2	2	0	0	0	0	1,500
COUNTY TOTAL:		16	5	3	4	3	1	47,250
WASHINGTON								
C AND S WHOLESALE GROCERS INC	BRATTLEBORO VT	1	0	1	0	0	0	1,500
CROSS CO	WHITE RIVER JCT VT	4	0	2	1	1	0	11,000
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	1	0	0	1	0	0	3,000
FRENCH AND BEAN CO	ST JOHNSBURY VT	3	2	0	1	0	0	4,500
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	3	0	0	1	2	0	13,000
COUNTY TOTAL:		12	2	3	4	3	0	33,000
WINDHAM								
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	1	0	1	0	0	0	1,500
CONSOLIDATED FOODS INC	NASHUA NH	1	1	0	0	0	0	750
CROSS CO	WHITE RIVER JCT VT	2	0	1	1	0	0	4,500
FIRST NATIONAL SUPERMARKETS INC	WINDSOR LOCKS CT	2	0	1	1	0	0	4,500
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	2	0	0	1	1	0	8,000
SHEET LIFE FOODS	SUFFIELD CT	1	0	0	0	1	0	5,000
WETTERAU FOODS INC	KEENE NH	2	0	0	1	1	0	8,000
COUNTY TOTAL:		11	1	3	4	3	0	32,250
WINDSOR								
ASSOCIATED GROCERS OF NEW ENGLN	MANCHESTER NH	1	0	1	0	0	0	1,500
CROSS CO	WHITE RIVER JCT VT	5	0	1	4	0	0	13,500
FRENCH AND BEAN CO	ST JOHNSBURY VT	1	0	1	0	0	0	1,500
GRAND UNION CO/NO EMPIRE DIV	WATERFORD NY	3	0	1	0	2	0	11,500
WETTERAU FOODS INC	KEENE NH	1	0	1	0	0	0	1,500
COUNTY TOTAL:		11	0	5	4	2	0	29,500
VT STATE TOTAL:		125	21	32	43	26	3	375,750
REGION 01 TOTAL:		2,012	271	367	449	636	239	9,235,750

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